

DEFENSE LEADERSHIP AND MANAGEMENT PROGRAM : DRAFT CURRICULUM - 6/3/97

Overview: Because courses will be designed for graduate-level credit transferable to existing universities, the working titles are similar to those in standard catalogs. Each will blend academic content with a Defense-related emphasis. Classes will incorporate advance reading, case studies, computer simulations, video elements, guest lecturers, field experiences, and (in many cases) follow-up research. Individuals will be required to complete an orientation session, at least one level-2 class from each of Sections A-H, the policy capstone (Section I), and at least one elective from the remainder in A-H. Those who have not met Level 1 requirements in any area must do so in addition to taking the 10 required courses.

A. Human Resources

1. Principles of Human Resource Management
2. Human Resource Planning, Requirements Determination, and Force Management*
3. Labor and Employee Relations*
4. Organizational Theory

B. Finance and Accounting (all incorporating PPBES)

1. Financial Accounting
2. Managerial Accounting*
3. Management Control Systems*
4. Nonappropriated Funds Financial Management*

C. Information Systems

1. Management Information Systems
2. Decision Theory, Modeling, and Gaming in a National Security Environment*

D. Economics

1. Principles of Microeconomics
2. Macroeconomics and National Security Policy*
3. Economic Analysis for Decision Making*

E. Quantitative Tools

1. Statistics for Managers
2. Regression Analysis*
3. Operations Research and Analytic Models*
4. Defense Resources Management*
5. Program Evaluation

F. Law and Public Policy

1. Regulatory Processes and Administrative Law
2. Political and Legal Influences on National Defense Policy*
3. Managing Public Information and Mass Media Communication

G. Policy

1. International Issues in Defense*
2. The Roots of Strategy

H. Electives (at least one from the following options)

1. Systems Acquisition and Contract Management
2. Materiel System: Research, Development, and Acquisition
3. Logistics Doctrine, Policy, and Procedures
4. Intelligence Community Development, Organization, and Management
5. National Security Policy and Intelligence: Selected Issues

I. Senior Seminar: Development of National Defense Policy

Human Resources.1. Principles of Human Resource Management

This course is examines evolving topics that include, but are not limited to, labor relations for human resource development, organizational diagnosis and intervention for human resource development, personnel administration for human resource development, and institute on group and personnel interaction for human resource development. The course will be developed and taught by teams of functional experts to ensure maximum subject matter integrity and will uinclude a combination of video/computer applications and a case study to help fortify the key points of the lesson. This course will blend academic content with a Defense-related emphasis.

2. Human Resource Planning, Requirements Determination, and Force Management

This course is an overview of the principles of human resource planning. It is a model for determining human resource requirements, including forecasting, goal setting, human resource auditing and environmental scanning. Analysis of the interfaces between human resource planning and personnel selection, job design, training, compensation and related functions will be conducted. The course will be developed and taught by teams of functional experts to ensure maximum subject matter integrity and will include a combination of video/computer applications and a case study to help fortify the key points of the lesson. This course will blend academic content with a Defense-related emphasis.

3. Labor and Employee Relations

This course introduces the student to the Federal Labor Relations and Employee Relations Programs and covers recent developments in the programs, their subtleties and complexities, and their impact on today's federal work force. The course will include an examination of the legal and regulatory policies and procedures, as well as case decisions underlying these programs. In the labor relations arena, students will explore the rights and obligations of employees, unions and federal managers under the labor relations program to include those associated with union recognition, collective bargaining, contract administration, and dispute resolution. They will also study recent program developments designed to change labor-management relationships into partnership arrangements. Students will learn about selected employee relations programs such as those involving performance management and awards, standards of conduct and discipline, suitability and security, grievances, drug and alcohol abuse, employee assistance programs, and adverse actions and appeals. The course will be developed and taught by teams of functional experts to ensure maximum subject matter integrity and will include a combination of video/computer applications and case studies

4. Organizational Theory

This course is an introduction to organizational planning theory; efforts in DoD planning; techniques used to develop and implement organizational planning and control systems; individual and group resistance to planning and the implications of this. The course will be developed and taught by teams of functional experts to ensure maximum subject matter integrity and will include a combination of video/computer applications and a case study to help fortify the key points of the lesson. This course will blend academic content with a Defense-related emphasis.

Information Systems

1. Management Information Systems

This course is an overview of management systems using the systems approach to management of problem solving - understanding long range planning, management of complex problems using computer systems, use of work breakdown structures, critical path planning systems and network analysis, cost effectiveness analysis, and program evaluation. The course will be developed and taught by teams of functional experts to ensure maximum subject matter integrity and will include a combination of video/computer applications and a case study to help fortify the key points of the lesson. This course will blend academic content with a Defense-related emphasis.

2. Decision Theory, Modeling, and Gaming in a National Security Environment

This course is a study of decision theory as a body of knowledge and it's related analytical techniques of

different degrees of formality designed to help a decision maker choose among a set of alternatives in light of their possible consequences. This lesson will examine the types of modeling techniques that enable the decision maker to organize information, determine gaps in understanding, and identify areas of conflicting or redundant operations. The course will be developed and taught by teams of functional experts to ensure maximum subject matter integrity and will include a combination of video/computer applications and a case study to help fortify the key points of the lesson. This course will blend academic content with a Defense-related emphasis.

Financial Accounting - This course is an introduction to the principles and concepts underlying financial statements as it relates to Program, Planning and Budgeting System (PPBS). This shall include an introduction to the elements of basic financial statements, financial statement analysis, the use and preparation of the income statement, balance sheet, and statement of cash flows, the application of concepts to accounting and reporting issues including revenue and expense recognition, cash receivables, inventory, marketable securities, long lived assets, and debt and equity securities.

Managerial Accounting - This course is an introduction to the concepts and systems of cost determination. Topics covered shall include management accounting information, cost accounting, the role of accounting in the decision making processes of management, and understanding how accounting influences resource allocation decisions in the organization. The course introduces the student to the uses of accounting information by internal management including product costing systems, cost allocation methods, budgeting and forecasting techniques and alternative decision tools and techniques.

Management Control Systems - This course is a framework for analyzing organizational problems. This shall include a study of strategic management concepts, research and theories as they apply to organizational analysis. Analytical and decision making skills are developed through the use of simulations and case studies.

Nonappropriated Funds Financial Management - This course is an analysis of DoD nonappropriated fund laws and regulations with emphasis on maximizing the economic benefits of corporate purchasing for DoD nonappropriated fund organizations. This shall include a study of the oversight and supervision of installation nonappropriated fund contracting operations and acquisition policies and procedures. Topics covered include Policy, Oversight and Supervision, Prime Vendor Contract Provisions, Administration of the Prime Vendor Program, Alternative Contracting Strategies, Internal Management Control Program.

Principles of Microeconomics - This course shall discuss the basic principles of microeconomics and their applications. Topics shall include supply and demand, operation of markets, consumer and enterprise behavior, competition and monopoly, income distribution, discrimination, and alternate approaches to economics. The course shall include a combination of video/computer applications and a case study to help fortify the key points of the lesson. This course shall blend academic content with a Defense-related emphasis.

Macroeconomics and National Security Policy - This course is an introduction to the basic principles of macroeconomics, topics shall include national income, national security planning and objectives, unemployment, inflation, economic growth, depression, prosperity, international economics, economic development, alternative approaches to economics, and current issues and controversies. A case study shall be used to apply these principles to an analysis of defense establishment problems, including manpower, the defense industry base and procurement policy.

Economic Analysis for Decision Making - Emphasis is placed on the adaptation of general business practices to interrelate with current DoD and federal government policies and guidelines. Through lectures and work sessions, attention is focused on the development and use of cost and output data specifically needed to evaluate alternatives. Topics shall include formulation of objectives, identification of underlying constraints and basic assumptions, development of alternative problem cost comparison techniques, evaluation of risk/uncertainty, and methods of ranking alternatives. Comprehension is developed through use of case studies, illustrating resolution of problems in areas of resource allocation and capital investment.